

REPORTS
N.Y.C. Transit
Authority



ANNUAL REPORT 1961



NEW YORK CITY TRANSIT AUTHORITY

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1,796,000,000 PASSENGERS TRANSPORTED

365,000,000 VEHICLE MILES OPERATED

Annual Report

FOR THE YEAR JULY 1, 1960 TO JUNE 30, *1961*



NEW YORK CITY TRANSIT AUTHORITY

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Submitted in Accordance with Sections 1213 and 2500
of the Public Authorities Law to:

THE HON. NELSON A. ROCKEFELLER
Governor

THE HON. ARTHUR LEVITT
Comptroller

THE HON. AUSTIN W. ERWIN
Chairman, Senate Finance Committee

THE HON. FRED W. PRELLER
Chairman, Assembly Ways and Means Committee

OF THE STATE OF NEW YORK

THE HON. ROBERT F. WAGNER
Mayor

THE HON. LAWRENCE E. GEROSA
Comptroller

THE HON. ABE STARK
President of the Council

THE HON. EDWARD R. DUDLEY
President of the Borough of Manhattan

THE HON. JAMES J. LYONS
President of the Borough of The Bronx

THE HON. JOHN F. HAYES
President of the Borough of Brooklyn

THE HON. JOHN T. CLANCY
President of the Borough of Queens

THE HON. ALBERT V. MANISCALCO
President of the Borough of Richmond

OF THE CITY OF NEW YORK

CHARLES L. PATTERSON
Chairman

JOSEPH F. PERICONI
Member

JOSEPH E. O'GRADY
Member

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Members of the New York City Transit Authority: left to right, Joseph F. Periconi, Charles L. Patterson, chairman, Joseph E. O'Grady.



Introduction

FOR THE THIRD successive year the number of passengers carried on the New York City Transit System has increased.

There are many reasons for this increase. The most important one is undoubtedly the maintenance of the fare at 15¢. Transit experts, and others, will differ on the importance to be assigned to other causes for the increase in passengers on this system, an increase almost unique in this country at this time. However, all will agree that if it had been necessary to raise the fare during this period there would have been a loss of passengers.

The fare has been maintained because the Transit Authority was able to reduce expenses through good management of its operations in the face of rising labor and material costs.

It has also been maintained because the City of New York, recognizing the importance of maximum use of the transit system, has by deliberate policy decisions of the Mayor and the Board of Estimate accepted its responsibility to pay for certain services provided by the Authority which are properly a community burden.

The City thus pays to the Authority, and also to the privately owned bus lines, the difference between full fares and the reduced fares paid by elementary and high school children traveling to and from school. It pays for the policing of the transit system. And, from the proceeds of the sale two years ago of the power plants, it pays for that part of the cost of purchasing the power previously generated in these plants which roughly represents the capital cost of its production. Most important of all, the City pays all the costs of capital improvements to the system.

With these capital funds work continues on the modernization, rehabilitation, renewal and general upgrading of the physical plant and equipment of the transit system. In the rapid transit lines new cars have been purchased to replace over-age and obsolete cars and to increase service, platforms have been lengthened to accommodate longer trains, old signal systems have been replaced, lighting has been improved, and many other improvements made. On the surface lines a new bus garage has been constructed and old buses replaced with new.

Much work is under way, and much still remains to be done, particularly in the provision of new rapid transit cars.

While much progress has been made, programs such as these for the lengthening of platforms and modernization of signals take years to complete after the funds are made available. While the work goes on, there is inevitable interference with normal operation, and the rider suffers some temporary inconvenience before the full benefits of the improvements are realized.

The State of New York has also recognized the importance of the New York City Transit System. The Legislature, acting through its leaders of the majority and minority parties, and the Senate Committee on the Affairs of the City of New York which initially considers much of the proposed legislation affecting the Authority, has demonstrated its understanding of the problems of the Authority. It has passed, and the Governor has approved, legislation to aid the Authority in its operations and admin-

istration, and it has rejected proposals that would hinder its functioning or would place unnecessary financial burdens on the Authority and therefore ultimately on transit passengers.

During the year covered by this report the revenues of the transit system exceeded its expenses and the small excess has been added to the accumulated surplus which now totals \$25,600,000. This is not a large amount for an organization of the magnitude of this system. Present estimates of the results of operation for the next year show an operating deficit, chiefly because of contractual wage increases. Furthermore, since the Authority's contract with its hourly rated employees expires on December 31, 1961 some additional labor cost increases can be expected. These factors, plus the difficulty of forecasting revenues, make it impossible to determine precisely how long the existing surplus will last. It should be sufficient to permit continuance of the 15¢ fare at least until January, 1963, barring some now unforeseen developments.



Interior of newest type BMT subway car.

Results of Operations

FOR THE YEAR ended June 30, 1961 the revenues of the New York City Transit Authority exceeded expenses by \$2,147,000. This was a reduction of \$3,066,000 from the previous year's operating surplus of \$5,213,000. Surface line operations during the year resulted in a surplus of \$4,043,000, while rapid transit operations showed a deficit of \$1,896,000.

REVENUES

Passenger revenues of the New York City Transit Authority increased by \$3,000,000 over the 1959-60 year to a total of \$270,600,000. The 1,795,106,745 revenue passengers carried by the transit system were 19,000,000 more than the number carried in the previous year. This was the third consecutive year that the number of revenue passengers carried increased over the preceding year, and is the greatest number carried in any year since 1955.

The increase in the total number of revenue passengers carried was made up of increases of 18,000,000 on the rapid transit lines and 1,000,000 on the surface lines. The severe snow storms early in 1961 which disrupted surface transportation in the City and for some days resulted in the banning of private automobile traffic caused a substantial part of the increase in rapid transit riding.

This year saw a halt in the previous rapid increase in the number of school children riding on the transit system at reduced rates. The total number of such school fare passengers increased by less than 300,000 over the previous year.

Revenue from other sources increased by \$500,000 over last year. This included increases of \$400,000 in the amount paid by the City from

the proceeds of the sale of the power plants which were in the possession of the Consolidated Edison Company for this entire year, and for only 11 months last year; and nearly \$200,000 in increased earnings from surplus funds invested in interest bearing time deposits. These increases were reduced by a decrease of \$100,000 in revenues from advertising and other concession privileges.

EXPENSES

The increase of \$10,300,000 over the previous year in personnel costs reflects the contractual wage increases that went into effect on January 1, 1960 and January 1, 1961 for hourly employees and on July 1, 1960 for annually rated supervisory employees; the assumption by the Authority of part of annually rated employees pension costs to provide greater take-home pay; mandatory increments to various groups of employees in accordance with established wage and salary plans; and increased costs of health insurance.

The decrease of \$4,500,000 in other expenses is mainly the result of the payment by the City of the costs of Transit Police services for this entire year compared with only the last six months of the last fiscal year.

SURPLUS

The accumulated surplus as of June 30, 1960 was increased during the year to \$23,500,000 mainly as a result of adjustments in past payments to the New York City Employees Retirement System. Adding this year's \$2,100,000 excess of revenues over expenditures brings the surplus to \$25,600,000 as of June 30, 1961.

Table I
NEW YORK CITY TRANSIT SYSTEM
FINANCIAL RESULTS
(in millions)

	Fiscal Year Ended		Change From
	June 30, 1961	June 30, 1960	1960
REVENUE			
From Passengers	\$270.6	\$267.6	\$+ 3.0
From Other Sources	11.66	11.1	+ 0.5
TOTAL	<u>\$282.2</u>	<u>\$278.7</u>	<u>\$+ 3.5</u>
EXPENSES			
For Salaries, Wages and Associated Personnel Costs	\$229.1	\$218.8	\$+10.3
For Material, Supplies, Power	43.0	42.1	+ 0.9
For Reserves	5.6	5.7	- 0.1
For Other Purposes	2.4	6.9	- 4.5
TOTAL	<u>\$280.1</u>	<u>\$273.5</u>	<u>\$+ 6.6</u>
EXCESS OF REVENUES OVER EXPENSES	<u>\$ 2.1</u>	<u>\$ 5.2</u>	<u>\$- 3.1</u>

View of Data Processing Department.



GENERAL TRENDS IN RIDING

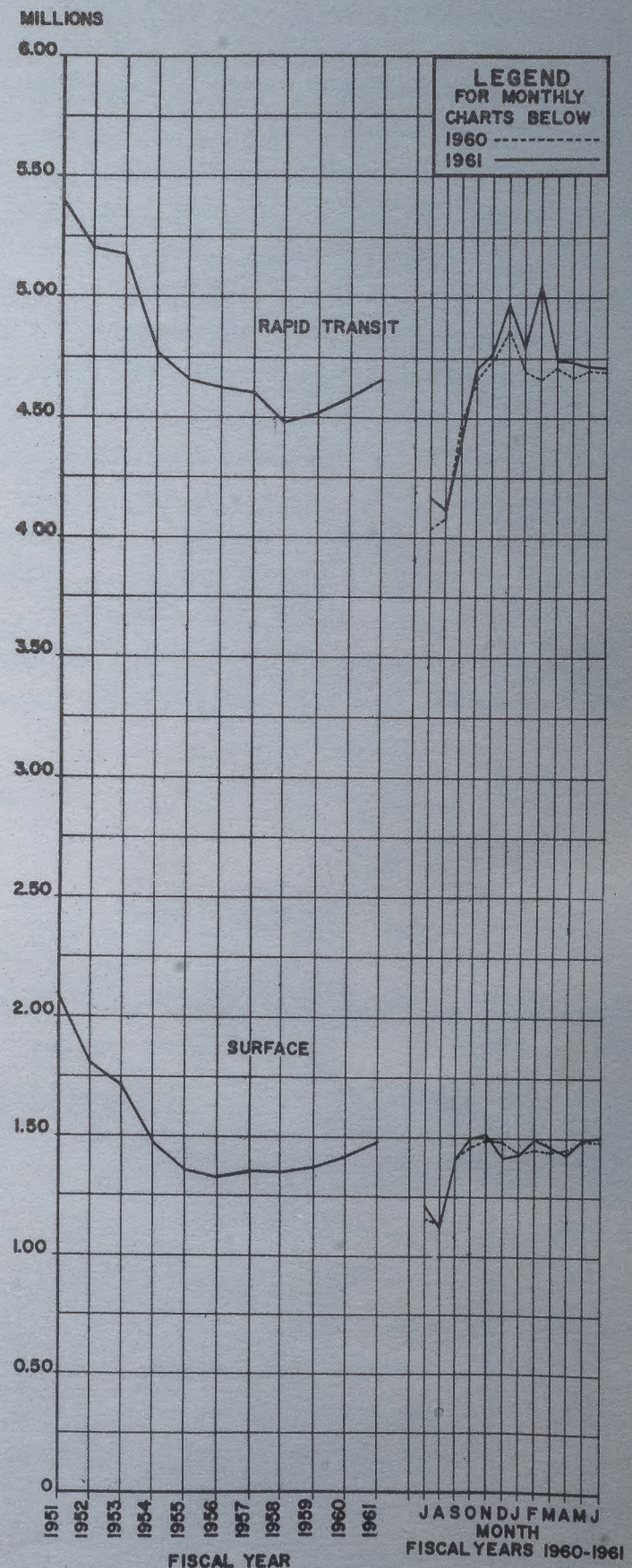
The reports of the American Transit Association continue to show a downward trend in the number of transit passengers in most American cities. For the New York City Transit System, as Table II shows, this downward trend was reversed in the 1958-59 year and there has been a small and steady increase in riding since that year. The figures shown cover the entire period during which the 15¢ fare has been in effect.

Table II

Number of Rapid Transit and Surface Line Passengers — Fiscal Years 1954 to 1961

Fiscal Year Ended June 30th	Number of Passengers (in thousands)		
	Rapid Transit	Surface	Total
1954	1,416,371	448,513	1,864,889
1955	1,378,150	419,461	1,797,611
1956	1,363,134	413,309	1,776,443
1957	1,355,384	414,904	1,770,288
1958	1,319,457	413,050	1,732,507
1959	1,324,054	416,600	1,740,654
1960	1,344,953	431,014	1,775,967
1961	1,362,736	432,371	1,795,107

Figure 1
Average Number of Passengers
Per Weekday by Years 1951-1961
and by Months for the Fiscal Years
1960-1961



It is encouraging that this year almost the entire increase in the number of passengers was made up of full fare passengers. This is in sharp contrast with the past two years when substantial numbers of the increased riders were school children riding at reduced rates.

Regular weekday riding makes up approximately 85% of the total annual riding on the system. Figure 1 shows graphically the number of passengers carried on the average regular weekday, year by year, since 1951, and monthly for the last few years. It shows a continuation of the increase which began two years ago on both the rapid transit and the surface lines after many years of decline.

The precise causes of this reversal in the downward trend in riding probably cannot be established without a study of the factors that led people first to abandon mass transit facilities, and then to return to them. It is very likely that the causes

Table III

Surface Division Passenger Distribution 1954 to 1961

Fiscal Yr. Ended June 30	Number of Bus Riders (in thousands)				
	Brooklyn*	Queens	Manhattan	Staten Island	Total
1954	315,741	68,510	34,971	29,296	448,518
1955	291,760	67,195	33,835	26,671	419,461
1956	286,232	68,232	33,247	25,598	413,309
1957	286,054	69,915	33,731	25,204	414,904
1958	282,871	71,257	33,796	25,126	413,050
1959	283,058	73,806	34,344	25,392	416,600
1960	292,427	77,068	35,750	25,770	431,015
1961	290,132	79,578	36,365	26,296	432,371

* Includes Trolley Car and Trolley Coach lines.

Table IV

Peak Hour Rapid Transit Passengers as a Percentage of the 24 Hour Total on a Typical Weekday

Fiscal Year Ended June 30th	Heaviest Morning Hour 8-9 A.M.	Heaviest Evening Hour 5-6 P.M.
1956	14.48%	15.59%
1957	14.30	15.41
1958	13.47	14.80
1959	13.81	14.62
1960	13.47	14.97
1961	13.49	14.18
	Two Morning Peak Hours 7-9 A.M.	Three Evening Peak Hours 4-7 P.M.
1956	27.11%	31.75%
1957	26.83	31.61
1958	25.91	30.84
1959	26.09	30.92
1960	25.77	30.83
1961	25.40	29.69

of the increased riding on the New York City Transit System will be found in the general economic vitality of the New York Metropolitan area; in shifts of population within the area; in the improvements made in service, equipment and other facilities of the transit system; and, it may well be, that the increasing street traffic congestion and the difficulty of finding parking space is inducing people to abandon their private automobiles and to patronize mass transit facilities.

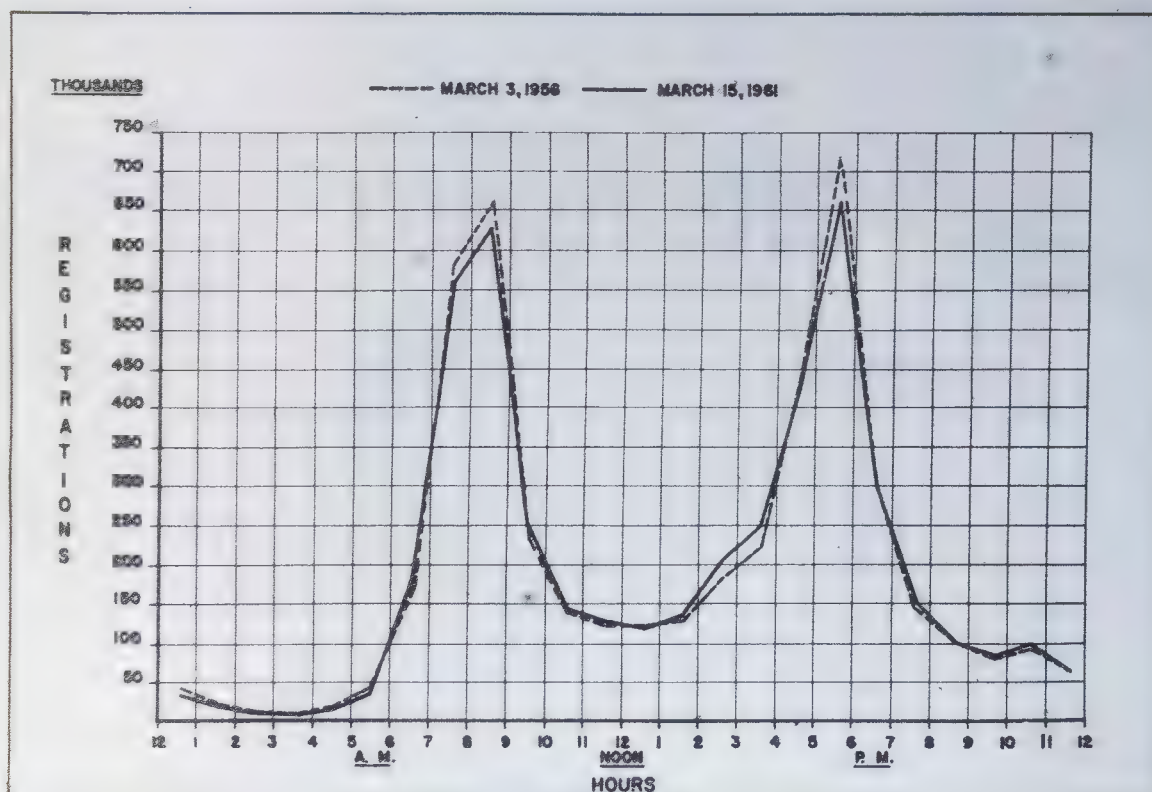
Table III shows the number of riders carried by each of the divisions of the Authority's surface lines. The continued increase in riding in Queens and Staten Island is due in large part to the increase in population in these Boroughs, where many of the residents use the surface lines to get to a rapid transit station and then take trains to their places of work. The increase in Manhattan cannot be explained by this factor since the population of this

Borough has probably decreased and there is no indication of any large increase in working population. It seems reasonable to believe that the increased riding in Manhattan is the result of good service and new vehicles and the increasing difficulties of driving private cars in this crowded Borough.

The decreased riding in Brooklyn results mainly from the transfer of the operation of one line to a private bus company, and from the disruption of service caused by the interference with street traffic resulting from the construction of the Gowanus Parkway and the approaches to the Narrows Bridge.

The hourly distribution of passengers entering the rapid transit system through the turnstiles on an average weekday has changed slightly in the last few years. Table IV shows the percentage of riders during the peak hours compared with

Figure 2
Rapid Transit Passenger Registration by Hours for a Typical Weekday in 1956 and 1961



those in a 24-hour period. It shows variations from year to year, small in the last 2 or 3 years, but over the last six years there is a definite down trend. The graph in Figure 2 compares turnstile registrations on the rapid transit stations hour by hour on an average regular weekday in 1961 with a similar day in 1956. While indicating the general stability of this distribution of riders, it also shows the small reduction in the number of riders entering the system during the peak hours.

Table V, indicating the average number of riders on Saturdays, Sundays and Holidays as a percentage of the average number of regular week-

day riders during each of the last six years, shows a small variation from year to year. Although the figures for the first two years in the table are generally higher than those for the last four years there does not seem to be any strong trend evident in the more recent periods.

As shown in Table VI the number of school children using reduced rate tickets and eligibility cards for reduced fare riding continues to increase although the increase in the last year is the smallest for any year since July 1, 1955. This reflects the stability of the school population, particularly in the high schools, in the last year.

Table V

Average Number of Saturday, Sunday and Holiday Passengers as a Percentage of Average Weekday Passengers

Fiscal Year Ended June 30th	Rapid Transit Lines	Surface Lines	System Total
1956	38.64%	51.85%	41.60%
1957	39.03	50.96	41.73
1958	37.22	48.66	39.86
1959	38.19	48.75	40.64
1960	37.29	48.95	40.03
1961	37.70	49.88	40.65

Table VI

Number of Tickets and Eligibility Cards Issued to School Children for Reduced Fare Riding

Fiscal Year Ended June 30th	Average Monthly Tickets Sold	High School Eligibility Cards Issued	Total
1956	42,707	178,281	220,988
1957	48,441	197,139	245,580
1958	50,069	201,433	251,502
1959	61,412	241,182	302,594
1960	64,474	240,872	305,346
1961	64,795	244,266	309,061

Review of the Year

CAPITAL IMPROVEMENTS

During the fiscal year July 1, 1960 to June 30, 1961, contract appropriations were made by the Board of Estimate and work was started on Capital Improvements costing \$76,640,000. The major projects for which these funds were provided are:

Purchase of 320 IND-BMT Type Cars	\$39,538,000
Construction of 6th Avenue Lower Level Tracks	10,491,400
Modernization of Signals.....	8,764,500
Platform Extensions	6,190,400
Purchase of 130 Diesel Buses.....	3,510,000
Station Improvements (Elevators, Escalators, etc.)	2,408,784
Rehabilitation of Track and Contact Rails	1,630,700
Fluorescent Lighting of Station Platforms	1,073,900
Modernization of IND and BMT Subway Cars	1,008,350

In addition to this, work was completed on contracts amounting to \$59,815,000 which had been let in earlier years, and as of June 30, 1961 work was under way on 67 Capital contracts, costing \$204,142,000.

The most important capital projects on which progress was made during the year are described briefly below:

CHRYSTIE STREET CONNECTION BETWEEN MANHATTAN AND WILLIAMSBURGH BRIDGES, IND-HOUSTON STREET LINE AND 6th AVENUE LOWER LEVEL TRACKS

At the end of this year, construction work on two of the three structure contracts for the Chrystie Street connection was nearing completion and the third section was about half completed. Contracts for the track and signal work and for the lighting



Breaking ground for new deep-level Avenue-of-the-Americas (6th Ave.) subway connection.

New entrance to South Ferry station.





An early stage of construction for Chrystie Street connection of DeKalb-Chrystie St.-Ave. of Americas complex.

of the subway station at Grand Street will be let during the next year.

This project includes the construction of two additional tracks in a lower level subway tunnel in Sixth Avenue (Avenue of the Americas) between West 9th Street and West 31st Street, making this a four-track line. It also includes two new tracks running north from the 50th Street station to a terminal station in the vicinity of 57th Street. No stations will be constructed now between West 9th Street and West 31st Street but the design of the tunnel provides for the addition of lower level stations at 14th Street and at 23rd Street if it becomes necessary to build them in the future.

A contract for the construction of the first section of the tunnel, from West 9th Street to West 19th Street, was let in March 1961 and the work

is under way. The contract for the construction of the second section from West 19th to West 31st Street is expected to be let in July 1961.*

Funds for the construction of the extension north of 50th Street with the terminal station at 57th Street will be included in the Capital Budget Request for 1962. When all this work is completed it will be possible to operate BMT services across the Manhattan and Williamsburgh Bridges to midtown and upper Manhattan via the IND-Houston Street Line. Service from South Brooklyn on the BMT will be integrated with IND service to provide a greater variety of services for passengers travelling between Brooklyn and the other boroughs.

FLUORESCENT LIGHTING FOR STATION PLATFORMS

During the year fluorescent lighting of station platforms was completed at the following 10 IRT and 32 BMT stations:

IRT DIVISION

Brooklyn-Nostrand Avenue Line: President Street, Sterling Street, Winthrop Street, Church Avenue, Beverly Road, Newkirk Avenue and Flatbush Avenue.

Broadway Line: 168th Street, 181st Street and 191st Street.

BMT DIVISION

14th Street-Carnarsie Line: 8th Avenue, 6th Avenue, 3rd Avenue, 1st Avenue, Union Square, Bedford Avenue, Lorimer Street, Graham Avenue, Grand Street, Montrose Avenue, Morgan Avenue, Jefferson Street, DeKalb Avenue, Myrtle Avenue, Halsey Street, Wilson Avenue, and Bushwick Avenue-Aberdeen Street.

4th Avenue Line: DeKalb Avenue, Atlantic Avenue, Pacific Street, Union Street, 9th Street, Prospect Avenue, 25th Street, 36th Street, 45th Street, 53rd Street, 59th Street, Bay Ridge Avenue, 77th Street, 86th Street and 95th Street.

As the year ended similar installations were in progress at the following 16 BMT and 6 IND stations:

* The contract was approved by the Board of Estimate on July 27, 1961.

BMT DIVISION

Brighton Line: Prospect Park, Parkside Avenue, Church Avenue, Beverly Road, Cortelyou Road and Newkirk Avenue.

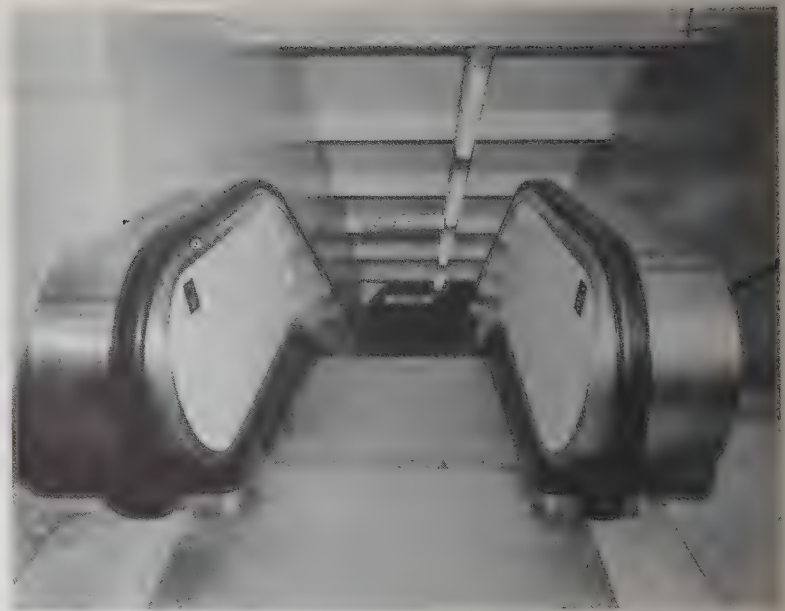
Sea Beach Line: 8th Avenue, Fort Hamilton Parkway, New Utrecht Avenue, 18th Avenue, 20th Avenue, 22nd Avenue, Kings Highway, Avenue U and 86th Street.

West End Line: 9th Avenue.

IND DIVISION

6th Avenue Line: York Street, East Broadway, Delancey Street and Second Avenue.

8th Avenue Line: High Street and Broadway-Nassau.



One of four 4-foot wide escalators which replaced the 2-foot wide models at the heavily travelled Fifth Avenue IND station.

ELEVATORS AND ESCALATORS

During the year the replacement of the four 2-foot wide escalators with four new 4-foot wide two speed escalators was completed at the Fifth Avenue Station of the IND-Queens Line. This difficult piece of construction work was completed in advance of schedule under operating conditions and with a minimum of interference to passenger flow at this station. The doubling of escalator capacity has eliminated congestion on the station platforms during peak hours of travel. A similar installation is planned for the Lexington Avenue station of this line during the next year.

This year also saw the completion of two new 4-foot escalators from the train platforms to the new northerly mezzanine of the DeKalb Avenue Station of the BMT Line.

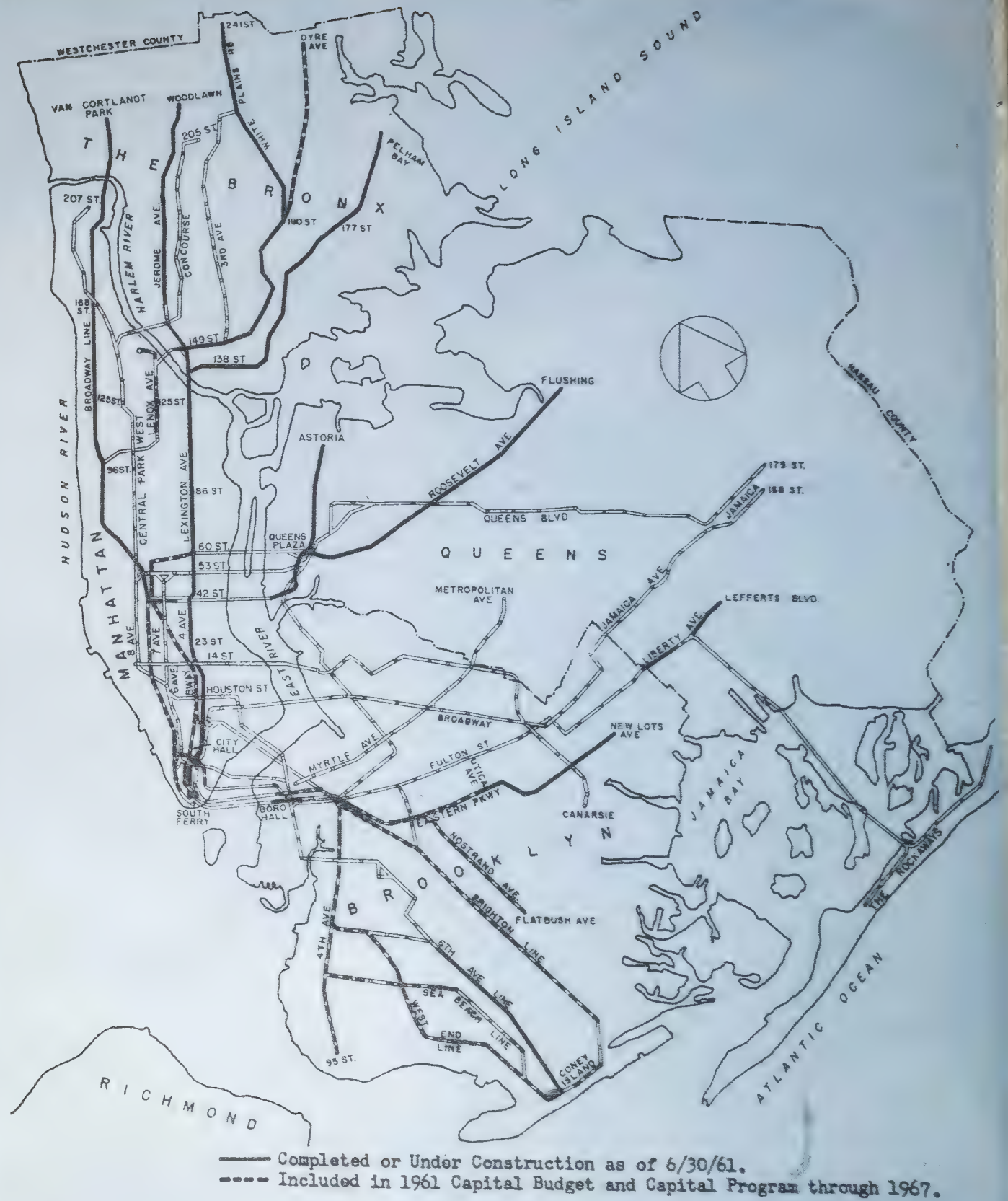
At the close of the year construction work was under way on two new 4-foot wide escalators connecting the 161st Street stations of the IND-Concourse Line and the IRT-Jerome Avenue Line, in the Bronx. This will reduce stair climbing for passengers who now use the free transfer connection between these two lines at this point and will eliminate the use of paper transfers.

During this year work started on the installation



Fluorescent lighting brightens entire platform with greatest visibility for passengers boarding or leaving trains.

Figure 3



Platform Lengthening Program
New York City Rapid Transit System

of two new automatic elevators at each of the following stations: Court Street on the BMT-Broadway-4th Avenue Line, and Clark Street and 191st Street on the IRT-Broadway-7th Avenue Line. All of these elevators will replace obsolete elevators, and will not require the services of an operator.

PLATFORM EXTENSIONS

Work has continued on the lengthening of many BMT and IRT station platforms. This major continuing project calls for the lengthening of the IRT station platforms to 525 feet to accommodate trains of 10 new type cars, and the lengthening of BMT station platforms to 615 feet for trains of 9 BMT cars or 10 IND cars. The status of this project is shown in Fig. 3.

Extension of platforms on the IRT Division continued throughout the year at the following stations:

Lexington-4th Avenue Line: Brooklyn Bridge, Bowling Green, Wall Street, Fulton Street, Canal Street, Spring Street, Bleecker Street and Astor Place.

New pre-fabricated concrete El platform being installed on the 161st Street-Jerome Avenue line near Yankee Stadium.



Jerome Avenue Line: 167th Street, 170th Street, Mt. Eden Avenue, 176th Street, Burnside Avenue, 183rd Street, Fordham Road, Kingsbridge Road, Bedford Park Blvd., Mosholu Parkway and Woodlawn.

White Plains Road Line: E. 238th Street and E. 241st Street.

Brooklyn Line: Sutter Avenue, Rockaway Avenue and New Lots Avenue.

At the following IRT stations platform extensions started during the year:

Lexington Avenue Line: Grand Central, 51st Street, 68th Street, 77th Street, 86th Street, 96th Street, 103rd Street, 110th Street, 116th Street, 125th Street, 138th Street-Grand Concourse, 149th Street-Grand Concourse.

White Plains Road Line: 149th Street-Grand Concourse, 149th Street (3rd Avenue), E. 180th Street, Bronx East, Pelham Parkway, Allerton Avenue, Burke Avenue, Gun Hill Road, E. 219th Street, E. 225th Street and E. 233rd Street.

Pelham Line: 3rd Avenue, Brook Avenue, Cypress Avenue, 143rd Street, E. 149th Street, Longwood Avenue, Hunts Point Avenue, Whitlock Avenue, Elder Avenue,

Improved DeKalb Avenue station showing new ceiling, fluorescent lighting, and escalator.





59th Street IRT Express station in process of construction.

Soundview Avenue, St. Lawrence Avenue, E. 177th Street, Castle Hill Avenue, Zerega Avenue, Westchester Square, Middletown Road, Buhre Avenue and Pelham Bay Park.

Brooklyn Line: Borough Hall, Atlantic Avenue, Franklin Avenue and Utica Avenue.

Contracts for the start of such work on the BMT-Brighton Line stations will be let early in 1962.

EXPRESS STATION AT 59th STREET AND LEXINGTON AVENUE

Work continued throughout the year on the \$7,600,000 project for the construction of a lower level express station of the 59th Street IRT-Lexington Avenue Line. The station will serve this rapidly growing east side area, relieve congestion of passengers transferring between local and express trains at Grand Central, and give better access to the BMT. The work consists of the construction of two new 14-foot wide and 525 feet long side platforms adjacent to the express tracks, which at this location are in a low level tunnel beneath both the IRT local tracks and the BMT-60th Street line.

The new express platforms will be connected to the present IRT local platforms and to the BMT by means of stairways, passageways, and four 4-foot escalators. Completion is expected in the spring of 1962.

TRACK AND CONTACT RAIL IMPROVEMENTS

This is a continuing program, which began in 1958, to replace light weight, worn out, and electrically inadequate contact rails with new 150 lb. contact rails with protection boards. During the year replacement of contact rails was completed on the BMT Brighton Beach Line from Avenue H station to a point south of Prospect Park Station; on the BMT-14th Street-Canarsie Line from Rockaway Parkway station to a point north of Atlantic Avenue station; and on the IRT on the Jerome Avenue Line from 167th Street to Woodlawn and on the Broadway-7th Avenue Line from 120th Street to 134th Street and from Dyckman Street to 242nd Street. This amounted to a total replacement of 29.9 miles of light rail with 150 lb. rail and the relocation to standard subway position of 3.3 miles of existing 150 lb. rail.

MODERNIZATION OF SIGNALS

Work continued on the modernization of overage and outdated signal systems on various parts of the IRT and BMT. The signal modernization program has been under way for many years. In the past five years contracts amounting to approximately \$60,000,000 have been let for replacement of signal systems, parts of which had not been modernized since the original installation made between 1904 and 1918. This is a continuing program and it is estimated that over the next five years an additional \$75,000,000 will be required to completely modernize such obsolete systems in order to permit high speed operation of trains with a maximum of signal protection.

Work continued throughout the year on the contract for signal modernization on the IRT-Lexington Avenue Line from Atlantic Avenue, Brooklyn to Wall Street, Manhattan and from Astor Place to

north of 42nd Street. On the BMT work continued on the Broadway Line in Manhattan between Whitehall Street and Lexington Avenue.

Figure 4 shows which portions of the signal

system have been modernized, sections on which work is now under way and those for which signal modernization is projected in our current Capital program covering the years 1963-1967.

Modernization of Signals

New York City Rapid Transit System

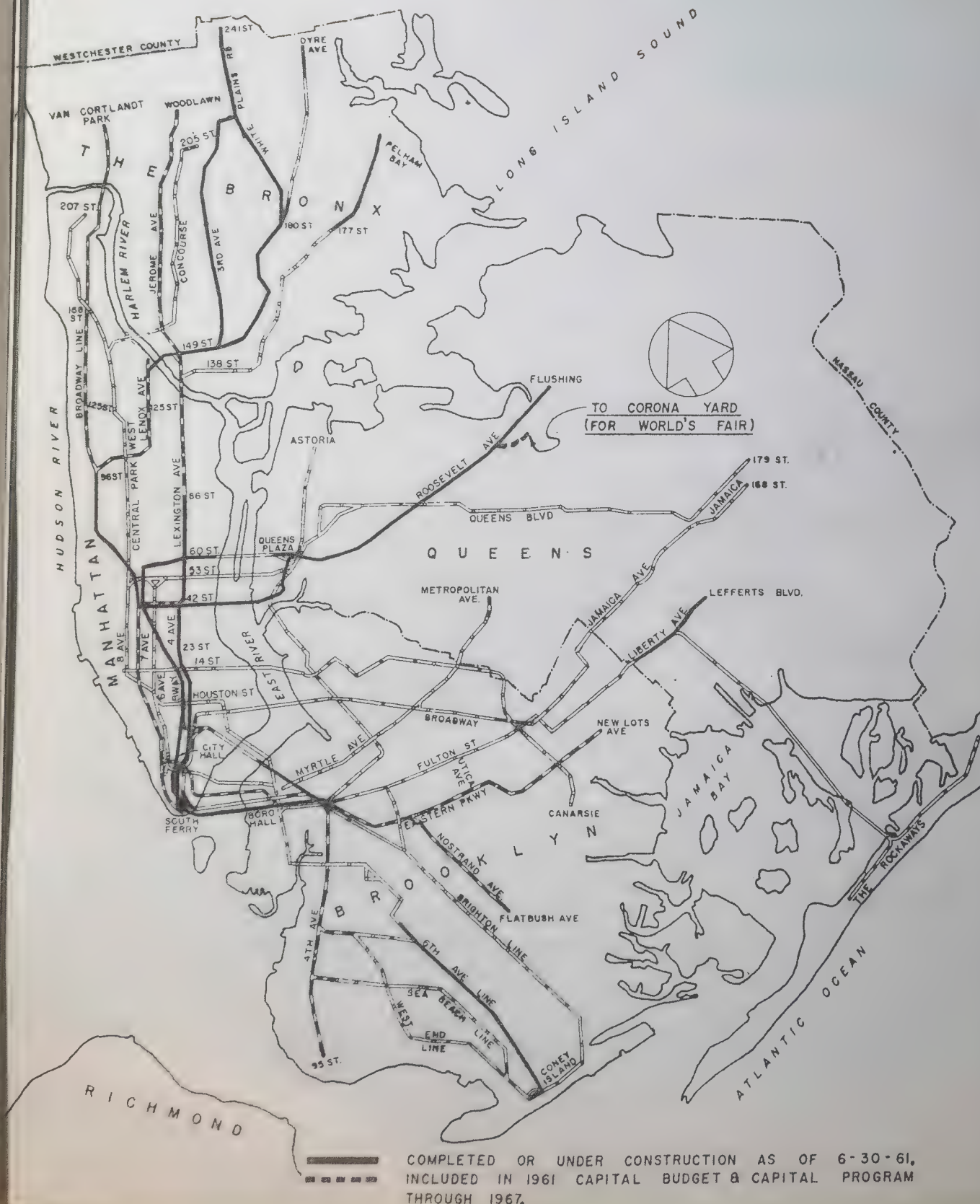


Figure 4

SUBWAY CARS

Upon the completion of delivery of subway cars now on order, the BMT which has 1,686 subway cars will still have 720 cars, of which 396 have been modified and improved, which are over 35 years of age or scheduled for replacement because of technical obsolescence. The IRT which has a fleet of 2,761 cars will then have 817 cars over 35 years of age which also must be replaced. In addition it is necessary to purchase cars for the increases in existing services which will be made possible by the completion of the program of platform extensions and for the additional services to be operated through the Chrystie Street-Sixth Avenue connection.

Present indications are that 600 new BMT cars and 964 new IRT cars will be needed for these replacements and for the additional services.

Replacement of cars over 35 years of age conforms to the best practice of companies operating rapid transit lines, has been recommended by consulting engineers who studied the operation of the New York City Transit System, and has met with general approval.

The purchase of these new cars as promptly as possible will reduce the delays and breakdowns caused by the operation of out-dated and obsolete equipment, will permit faster and more comfortable service for passengers, and will reduce the costs of maintenance and operation. It can also be expected that new cars will attract additional riders to the transit system.

The Authority has requested funds for the purchase of new cars on many occasions, and while the City has strained its Capital resources to make available as much money as possible for this purpose, it has not been able to meet the needs of the System in this respect. The Transit Authority has therefore developed a plan for financing the purchase of the needed 1,564 cars by issuing bonds secured by the revenues of the Authority. This plan has several advantages. It will permit the purchase of these cars in one or two large orders which will

result in a reduced initial price for the cars because of the volume savings made possible to the manufacturers. The Authority has also been informed that general revenue bonds issued by the Authority can be sold at a lower interest rate than the general obligation bonds of the City, which will result in substantial interest savings. And the purchase of these cars at this time will permit their delivery within two to three years to enable the Authority to coordinate car delivery schedules with the platform extension program and to derive the immediate benefits of the lower maintenance costs and better operating characteristics of the new cars.

This plan has met with general approval and enabling legislation to put it into effect was approved by the City and introduced in the State Legislature in the closing days of the 1961 Session. Unfortunately, there was insufficient time for the consideration of a program of this magnitude before the session ended, and no action was taken.

Capital Funds for the purchase of these cars in 1962 are included in the Authority's Capital Budget Request which has been submitted to the City Planning Commission. If these funds are not made available, the necessary enabling legislation to put into effect the Transit Authority plan will again be sought at the next regular session of the New York State Legislature.

CAR MAINTENANCE DEPARTMENT

During the year, 280 new BMT-IND cars and 100 new IRT cars were delivered and placed in service. Bids were received for 236 new IRT cars and early approval of the award of the contract by the Board of Estimate is expected.* Delivery is expected during the next year on 270 additional BMT-IND cars which are now on order.

On the program to rehabilitate 396 BMT cars, 323 had been completed by the end of the year, and the remainder will be completed during the next year.

* The award of this contract was approved by the Board of Estimate on August 24, 1961.

The program for the modification of traction motors on 901 IND cars purchased from 1935 to 1940 is well under way with 475 motors completed as of the end of the year.

The consolidation of the IND 207th Street and the IRT 147th Street car repair shops was completed early this year, and additional new machinery and equipment has been installed at 207th Street to help handle the additional work load. All major repair and overhaul work on the cars of both divisions is now concentrated in the 207th Street location. It is expected that the concentration of heavy repair and maintenance work at this location will result in a higher standard of work, more uniform procedures and better production at lower cost.

Plans and specifications were completed for a 3-car vacuum cleaning train which would clean dirt and litter from the tracks of the rapid transit system while travelling at about 10 to 15 miles per hour, depending on the conditions found. Bids have been received, and it is expected that the contract will be awarded in the fall of 1961.** It will take a year to construct this train, test it, and place it in service.

MAINTENANCE OF WAY AND STRUCTURES

This department continued its never-ending task of maintaining and improving the physical structures of the system, tracks, signals, and all other electrical and mechanical equipment, with increasing emphasis on the mechanization of its operations. More maintenance activities were placed on a scheduled cyclical basis as deficiencies of past maintenance were overcome.

The Bureau of Line Equipment, which is responsible for the maintenance of signals and other mechanical and electrical equipment, installed a system-wide organization of signal maintenance forces for the first time since transit unification.

** The award of this contract was approved by the Board of Estimate on September 22, 1961.

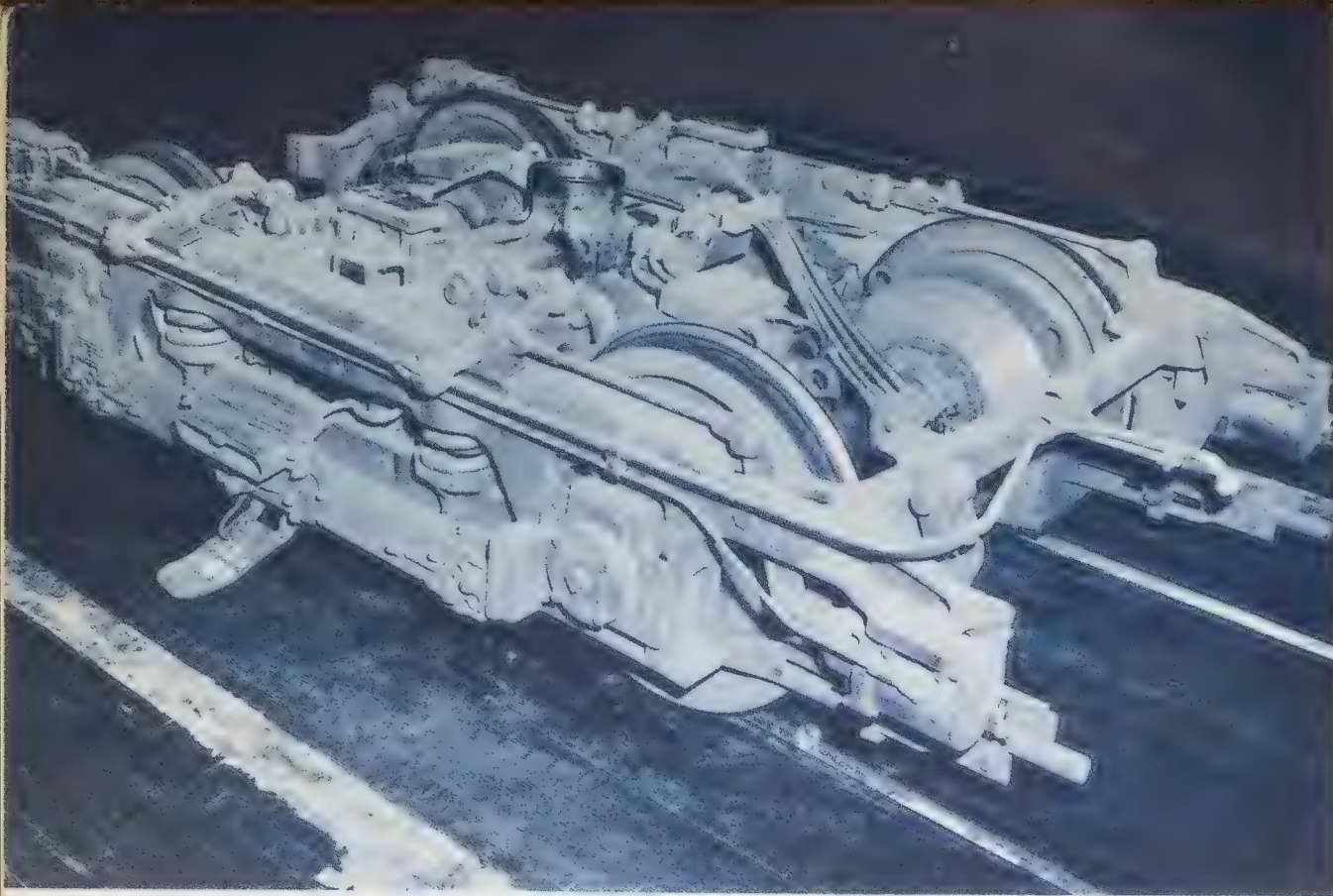


Experimental high-level turnstile, being tested in use.

The program which was started last year for the rehabilitation of lighting equipment on the elevated stations was continued. On the BMT Brighton Line, eight stations were completed and work on two is progressing as the year ended. This work will be extended to the elevated stations on the IRT White Plains Road, Woodlawn, Jerome, Pelham, Broadway and 3rd Avenue elevated lines. It includes repairs to or replacement of obsolete and defective wiring and fixtures, the provision of 60-cycle electric service to each station and the rearrangement of lighting circuits to minimize the effect of lamp failures.

The installation of public address systems on important stations, to permit rapid communications with passengers in case of delay or other interruptions to service continued, with nine new installations on various stations. This brings to 37 the number of stations so equipped, with 12 others scheduled to be done during the course of the coming year.

New types of turnstiles were designed and tested on the system. These are intended to improve the operation of present turnstiles by accepting nickels and dimes as well as tokens for the convenience of passengers who do not have tokens. They will also



Modern rapid transit car truck with cast-steel frame.

be an easily operated substitute for the high entrance turnstiles used at lightly patronized locations where there is no railroad clerk in the immediate vicinity. As with all new devices which are subjected to the difficult operating conditions and vandalism prevalent on the New York City Transit System, initial tests revealed some deficiencies which are being corrected. New and improved models will be tested further.

The program of painting stations and structures to improve their appearance and protect them against the damaging effects of weather continued with the painting of 4.1 miles of elevated structure, 10 elevated stations, and 29 subway stations.

Additional electric heating units are being installed in public toilets and waiting rooms for the greater convenience of passengers and in change booths for the increased comfort of the railroad clerks. A total of 125 such heaters was installed during the year and it is planned to continue this program until all obsolete and inefficient units are replaced and an adequate level of heat is provided in all such places.

Special attention was again given to subway cleaning by the Bureau of Track and Structures. A total of 210,000 feet of single track tunnel structure was cleaned by steam during the year. An additional 107 trackmen were employed in a stepped-up program of picking up litter and other

debris from the trackways of the subway system, and station forces increased their cleaning efforts. Station appearance was also improved by the replacement of 47,000 pieces of damaged or missing tile.

Mechanical reballasting and track renewals were continued. An improved scheduling technique permitted completion of all phases of track maintenance work within a pre-determined time period so that suspension of service on tracks was held to a minimum.

Safety is a must.



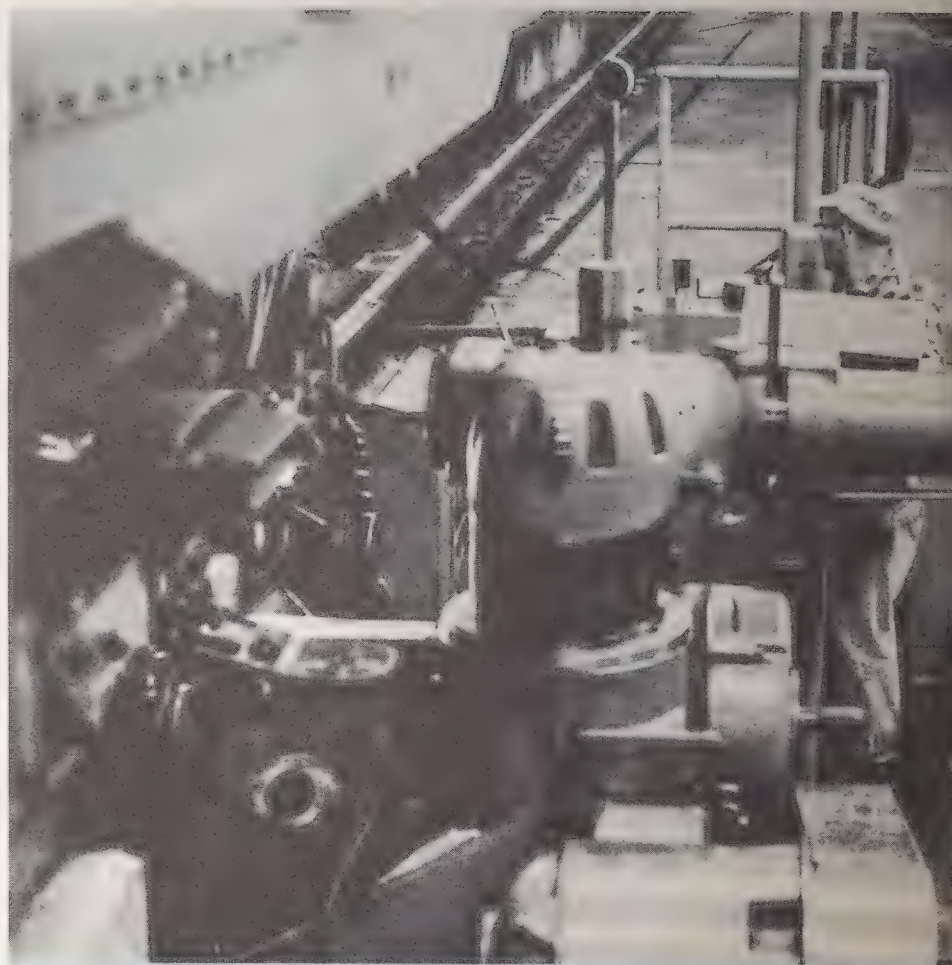
During the year, new rails were laid equivalent in length to 55.5 single track miles and 16.6 single track miles of relaid rail were installed. Eighteen single track miles were reballasted. A total of nearly 80,000 ties, equivalent to 22.7 miles of single track, were replaced and 50 miles of ballasted track was tamped. Track forces also installed 8.3 miles of contact rail, renewed 35,000 feet of worn cable, and replaced 31,000 track bonds.

The supersonic rail-testing car completed more than three cycles of testing, and checked the condition of 2,548 miles of track.

The program of surface grinding rail in place was started with the receipt and placing in operation during the year of a rail grinding train. By grinding out irregularities in the rail surface, the length of life of the rail is extended, road shock to trains is limited, the required frequency of maintenance of roadbed, ties, and rail fittings is reduced, and passengers have a smoother and quieter ride. In the period since July 1960, when the rail grinding train went into operation, 188 miles of single track have been ground.

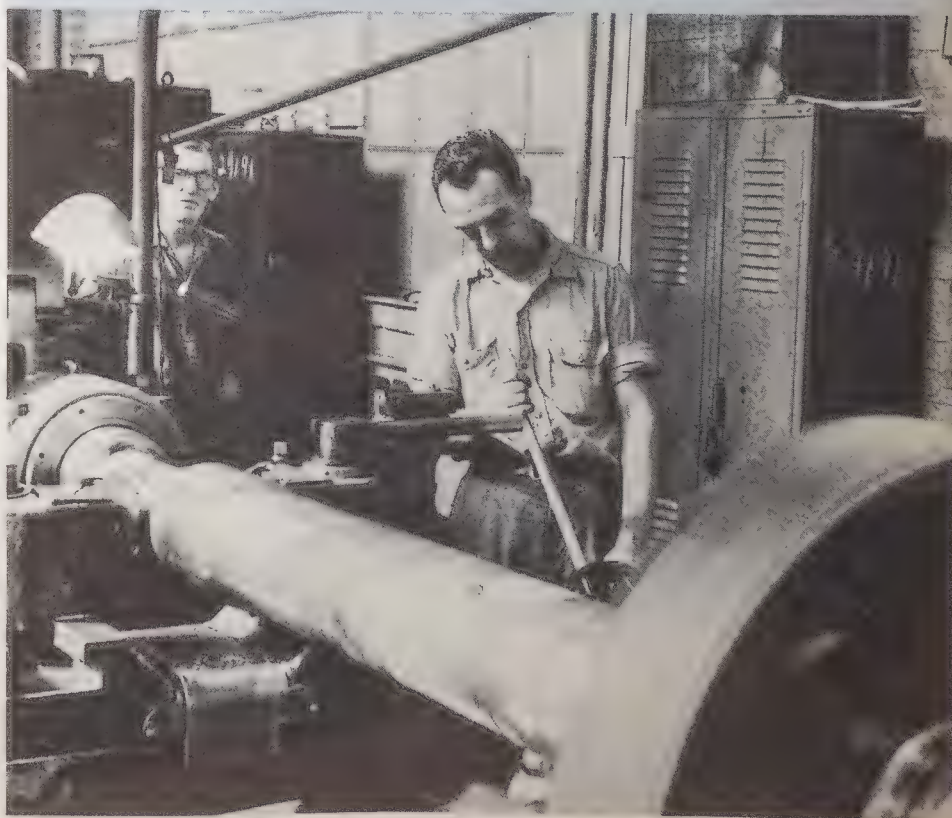
The method of spraying fire retarding chemicals and wood preservatives on elevated track ties in order to minimize the frequency and severity of fires has been improved. The equipment which sprays the material on the ties has been removed from rail cars and mounted on automotive trucks which operate on the street. This reduces interference with train service and multiplies the number of ties that can be treated each work period. Approximately 15 miles of track have been so treated during the year with a resulting reduction in the incidence of elevated track fires.

During the severe snow storms of the last winter there were a number of interruptions to service resulting from the accumulation of snow on lines in open cuts and on ground level. In order to reduce such delays in future storms, snow fighting trains have been designed and built. These trains contain: 1 — a blower which will blow loose snow away from the tracks, 2 — equipment to spray de-



Wheel-truing machine in operation at Concourse Yard.

Axle being trued before application of wheels.



icing solutions on the third rail, and 3 — a plow to remove compacted snow which interferes with the operation of trains. It is expected that this equipment will materially reduce delays during severe snow storms.

POWER DEPARTMENT

As a result of the sale of the power generating plants to the Consolidated Edison Company which took possession of the plants in August of 1959, it became necessary to move the Power Department headquarters and offices which were located in the plants. The consolidation of all system-operating functions at the Transit Authority's 53rd Street Building has been completed. This centralization of control has unified the operation of the three divisions and reduced personnel requirements.

The new rapid transit cars which have been placed in operation on the system have higher acceleration rates than the old cars. This increases

their starting current requirements. On occasion, this has resulted in the opening of certain circuit breakers which had been designed for the operation of the older cars. As result of studies and tests, these circuit breakers are now being equipped with a simple device which increases the maximum capacity settings of the breakers and reduces the frequency of openings without the necessity of expensive replacement of the entire circuit breaker.

Approximately 60% of the power conversion equipment of the New York City Transit System is manually operated and is from 31 to 61 years old. Although adequately maintained, this equipment must eventually be replaced because of growing obsolescence with an accompanying increase in maintenance costs, and more frequent operation closer to maximum capacity ratings because of the increased power requirements of the new trains with their higher acceleration rates. Studies have been started on the initial phase of a renewal program for this equipment. Funds for this work

Power Department's consolidated system operation office at the Central Substation building.





"Snowfighter" salt-spreaders ready to assist in keeping streets open for bus traffic.

which will be done over a number of years will be requested in the Capital program starting in the year 1964. Adoption of this renewal program will insure continuity of service by the elimination of over-age and, in some cases, under-rate substation equipment and will eventually change over 47 BMT and IRT substations from manual to centrally controlled automatic operation. It will also do away with the present high concentration of electrical capacity existing in many of these stations, thus affording greater safety and flexibility of operation.

RAPID TRANSIT TRANSPORTATION

During the year the schedules on the BMT Division were revised to provide improved service for passengers on almost all lines. The new schedules adjusted the intervals between trains to provide more uniform headways at almost all hours. This regular spacing of trains will reduce congestion because of a more equal distribution of passengers among trains. New schedules also increased the

number of "meets" — the simultaneous arrival of local and express trains or of two trains of different lines on opposite sides of a station platform. Passengers are thus permitted to transfer without waiting. The new schedules also increased the number of Brighton Line trains during the morning and evening rush hour and increased service to and from Astoria where additional trains were required.

These changes were made possible, in part, by the receipt of new cars on the BMT.

SURFACE OPERATION AND MAINTENANCE

During the year 305 new diesel buses of the latest design were received and placed in service.

A new garage to house and service about 200 buses, located at Fresh Pond Road, in Queens, was placed in operation on July 27, 1960. It was constructed to the highest standards of the industry and equipped with the latest devices and facilities available at this time, for the inspection and servicing of buses. Coincident with its opening, trolley coach

operation was discontinued and the trolley-coach depot at Bergen Street and the bus depot on West 5th Street, both in Brooklyn, were closed. There was an accompanying general re-assignment of bus routes to eliminate thousands of "dead" miles run by buses between the garages and the routes on which they carry passengers. This resulted in substantial savings in operating expenses to the Authority.

The Transit Authority operates a large fleet of two-way radio equipped passenger cars manned by Surface Line Despatchers which patrol the bus routes in order to assure the maintenance of schedules. As a result of studies and tests ten compact cars replaced a similar number of large model cars in this patrol use. New model transistor radios were installed in these cars.

In keeping with its policy of maintaining plant and equipment at the most modern and efficient level obtainable, several new machines and devices were procured. A new type of surface grinder

works more quickly and accurately than the older model it replaced, and permits some types of work to be done within our own shops which previously had to be sent to outside shops. An automatic bus washer was equipped with a device which dispenses cleaning compound directly on to the bus exterior surface, eliminating manual application of such cleaning material. If this device proves successful it will be installed on all bus washers.

Ten additional buses retired from passenger service were rebuilt for use as "snow fighters." This makes available twenty such units for spreading salt and sand when ice and snow accumulate on bus routes. Four new, heavy-duty wrecker trucks were purchased and placed in service to assist in the repair and retrieving of buses which break down enroute.

Increased riding in the Borough of Queens required the assignment of additional buses. Changes were made in the Jamaica bus garage to service these buses and additional storage space adjacent to the garage is being procured. Because of this increased service and to alleviate traffic congestion and provide more convenient service for bus riders, the bus terminal stops have been extended on Hillside Avenue, in Queens, in the vicinity of 169th Street. This spreads the bus traffic over a greater area and eases the flow of other vehicular traffic. It also frees the movement of passengers from the subway station by permitting more convenient use of a larger number of the available street stairways.

The Authority continued its policy of cooperation with and assistance to other New York City agencies. It furnished buses and personnel to the New York City Police Department during hurricane Donna and during the emergencies created by the airplane crash catastrophies in Brooklyn and Staten Island. During snow storms, buses were used to rescue motorists stranded on the parkways in snow-bound cars. The Police Department was also assisted by the assignment of buses for the movement of police officers when extraordinary security measures were invoked as a result of the

Bus receiving its daily washing in new Fresh Pond garage.





Transit Authority buses are often called upon to rescue passengers in emergencies, in addition to operating regular schedules.

visits to the United Nations in New York by the Premiers of Russia, Cuba and other countries. Buses and emergency service were also furnished during temporary interruptions on rapid transit service caused by floods or necessary, extended maintenance work on tracks or structures.

ORGANIZATION

During the year two major changes were made in the internal organization of the Authority to improve its operations and to reduce the number of individual department heads reporting to the General Manager.

A Controller was appointed to supervise the work of the Revenue, Accounting, Payroll, Budget, and Reporting & Stenographic Services Departments. In addition, the Controller has under his

direct supervision a Bureau of Special Audits performing non-routine and unscheduled audits and investigations, and a Bureau of Methods and Procedures which will, in addition to general examination of administrative methods and procedures, have direct charge of programming studies for all new work to be assigned to the Data Processing Department.

In order to improve activities in the area of employees' welfare, there was appointed a Superintendent of Employee Services to supervise the work of the Labor Relations, Personnel, Medical, and Safety Departments, and the Co-ordinator of Training.

It is expected that better coordination of the work of the various departments in these two areas, and better utilization of the forces of the Authority, will result from these organizational changes.

DATA PROCESSING

During this year the Authority started the conversion of its electronic data processing facilities from the Univac 120 Computer to the new Univac "Solid State" 90 Computer. Planning for this conversion had started early in 1959. The Univac 120 equipment in use for the past four years had reached its maximum capacity.

The Data Processing Department produces all weekly and bi-weekly pay checks for the approximately 34,000 operating employees of the Authority, and 5,000 monthly pension checks. Its Stores-Control functions include a weekly status report of approximately 90,000 stock items in the various storerooms of the Authority. It processes information from about 10,000 daily revenue and remittance reports from railroad clerks and surface line operators, audits them, and determines overages and shortages based on a comparison of actual monies turned in and registrations on the fare collecting devices. It maintains mileage records of each rapid transit car and bus operated by the Authority to set up necessary inspection schedules. It produces periodic reports on accidents, pension schedules, Social Security and sick leave data, and other special reports as the need arises.

The department now has a staff of 125 employees who process approximately 23,000,000 punch cards a year. Additional functions such as maintenance of personnel records, budget control, purchasing, engineering computing and train and bus scheduling are being studied for machine processing.

PERSONNEL

As of June 30, 1961 there were 35,155 Transit Authority employees.

Rapid Transit Service Titles	
Hourly	28,461
Per Annum	3,772
City Wide Titles (Administrative, Clerical, Engineering, etc.)	2,922
	<hr/> 35,155

This is a decrease of 38 employees since June 30, 1960 and a total reduction of 7,696 since this Authority took office on July 1, 1955.

As the year ended all but 797 of these employees had permanent civil service status; the provisionals were appointed because no Civil Service lists were available to make appointments to the various titles in which vacancies existed within the Authority.

The City Department of Personnel conducted 48 promotion examinations and 44 open competitive examinations during the year to meet the personnel needs of the Authority. It stimulated applications for Civil Service examinations by utilizing bus and subway car posters prepared for it by the Authority's Public Relation Department, and newspaper advertising. To aid in the recruitment of engineering personnel, who remained in short supply, the Authority has placed advertisements in trade journals and college papers and has recruited applicants on the campuses of the various engineering schools in the Metropolitan area.

The Authority has also agreed to participate in the Mayor's program for cooperative education for student training in Civil Service. It is reserving 12 vacancies in Clerical and Machine Operator titles for 24 trainees who will work and go to school on alternate weeks. It is planned to start this program with the opening of the school term in September 1961.

LABOR RELATIONS

In carrying out its policy of granting recognition to, and making agreements with organizations selected by its employees to represent them, the Authority now has agreements with the following organizations:

Transport Workers Union, Local 100, AFL-CIO
 Amalgamated Association of Street, Electric Railway and
 Motor Coach Employees of America, Division 726
 Amalgamated Association of Street, Electric Railway and
 Motor Coach Employees of America, Division 1056
 Queens Supervisory Association
 Subway Supervisors Association

Transit Supervisors Organization

Civil Service Technical Guild, Transportation Chapter
No. 2, Local 375 of American Federation of State,
County and Municipal Employees, AFL-CIO

District Council 37 of American Federation of State,
County and Municipal Employees, AFL-CIO

Transit Patrolmen's Benevolent Association

Transit Sergeants' Benevolent Association

Transit Lieutenants' Benevolent Association

These organizations, with the exception of the Queens Supervisory Association, which has never requested it, participate in the check-off of organization dues. It is estimated that over 80% of the employees eligible for union representation participate in the check-off.

During the year the Authority adopted annual leave regulations for its Career and Salary Plan employees similar to those in effect for corresponding personnel of the City of New York. It extended to the Uniformed Force of the Transit

Police the same holiday pay and terminal leave on retirement allowances as were granted the members of New York City Police Department by the Board of Estimate of the City of New York.

In following its policy of conforming to City personnel practices wherever possible, the Authority increased the pension contributions made by the Authority by an additional 2½ % of wages, making a total of 5%, for all employees except those in positions subject to prevailing rate determination, and hourly paid employees whose rates of pay and working conditions are covered by the agreements with the organizations representing them which run until December 31, 1961.

In the agreements entered into on January 1, 1960 with the Unions representing the Authority's hourly paid employees, there was provision for the establishment of a fund not to exceed \$2,000,000 to be used to eliminate wage inequities effective January 1, 1961. In compliance with the report of

Meeting of union representatives with the Mayor, members of his official family and TA members and the Mayor's new fact-finding board.





Station porters are trained to perform their tasks properly in TA school for employees.

the Mayor's Labor Committee, which had been appointed to study wage inequities, the Authority, by resolution dated May 9, 1961, adjusted the hourly rates of its employees in accordance with the findings and recommendations of the Committee. This resulted in wage increases ranging from $2\frac{1}{2}$ ¢ to $7\frac{1}{2}$ ¢ per hour.

Through collective bargaining negotiations, the unions representing motormen, towermen, conductors and surface line operators, elected to allocate a portion of the wage inequity increase to provide higher rates of pay for employees in these titles disabled from performing the full duties of their jobs. The wage increases granted to men in these titles on January 1, 1961 reflected this allocation of part of the inequity adjustments recommended by the Mayor's Labor Committee.

During the year, in accordance with agreements

reached with the unions representing various employee groups, discussions were held on revision of working conditions. Agreement was reached and revised schedules of working conditions were adopted for the following units within the Authority: Bus Maintenance Department, Maintenance of Way Department, Power Department, Purchase & Stores Department, Railroad Watchman, Station Department and Surface Line Operators.

As the year closed, discussions on revision of working conditions were still under way for: Conductors, Motormen, Towermen, and employees of the Car Maintenance Department.

There were 711 grievances presented by employees in the various steps of the grievance procedure established by the agreements between the Authority and its various employee labor organizations; 229 of these were carried to the Step 5 Grievance Committee, the highest level within the Authority. There were 115 cases which could not be finally adjudicated within the Authority and were appealed by the employees to the Impartial Arbitrator. In addition there were 32 cases which had been referred to him during the previous year on which decisions were still pending at the beginning of this year. The employees' appeals were granted in 82 of these cases and denied in 37; 10 appeals were partially granted, 6 were withdrawn, 1 was referred back for further negotiation, and 11 decisions were pending as the year ended.

TRAINING ACTIVITIES

During the year the Authority's training activities continued with great vigor on all levels. A total of 16,366 employees participated in 237,000 hours of training activities. These included on-the-job training, introductory and orientation training for new employees, methods improvements for supervisory employees, preparation for promotion examinations, fire fighting and fire prevention, general safety training for supervisors, and other courses of instruction.

SAFETY

The Authority's continuing efforts to prevent accidents of all kinds, and its success in reducing accidents have again been recognized by numerous awards by local and national organizations active in this field.

Outstanding employee accident prevention work was recognized by the first place award in Group 1 of the transit section contest of the National Safety Council. This group consists of all transit properties in the United States and Canada whose employees work a total of 5,000,000 or more man hours annually. In 15 years of competition this was the first time the Authority received this award.

Five units within the Authority placed first and eight won other awards in the Greater New York

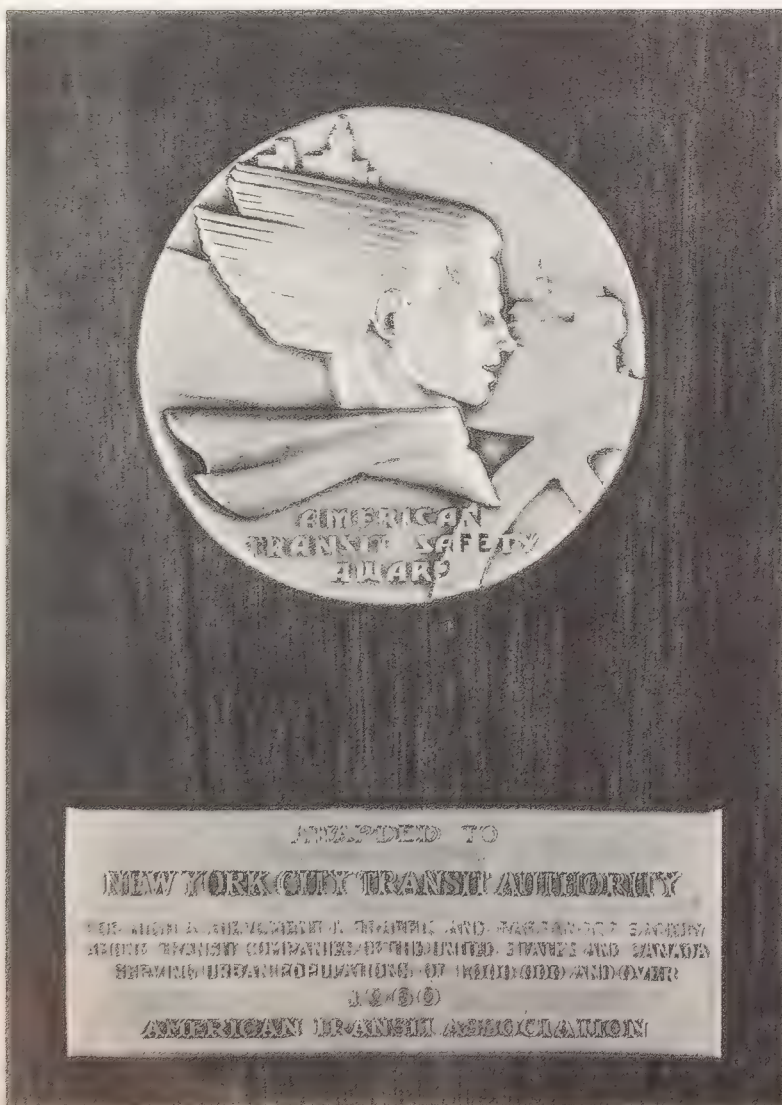
Safety Council's inter-plant industrial accident reduction contests in which 259 organizations in the area were entered.

Nineteen units of the Authority won American Transit Association awards for working the number of man hours listed below without a disabling employee injury:

Two Units won Gold Certificates for over 1,000,000 man hours; five units won Silver Certificates for 500,000 to 1,000,000 man hours and twelve won Bronze Certificates for 250,000 to 500,000 man hours worked without a disabling injury.

In public accident prevention, the Transit Authority won for the second consecutive year, the Silver Award of the American Transit Association

Safety is the TA's continuing goal.



for the greatest achievement in traffic and passenger accident prevention among transit systems in the United States and Canada which served areas of 1,000,000 or more in population.

Three Surface Line depots won first place awards in the National Safety Council's inter-plant contest for the calendar year 1960, one for having the greatest reduction in passenger accidents and two were tied for having the greatest reduction in traffic accidents.

The Authority also participates in the National Safety Council's "Safe Driver Award Program." This is the third year of the Authority's participation and 1,342 awards were made to Surface Line Operators who had driven 36 months in passenger service without a single accident being charged against them; 639 operators received second year awards for 24 months without an accident and 832 drivers won first year awards for 12 accident free months.

MEDICAL

The Transit Authority's Medical activities on behalf of its employees continued throughout the year. The Medical Department, which operates three major clinics consists of 18 full and part-time physicians, 11 nurses and technicians and 27 other non-professional personnel.

Its activities include pre-employment examinations of candidates for appointment or promotion to positions in the Transit Authority; periodic physical examinations at stated intervals for motormen, surface line operators, conductors and tower-men to assure that they meet the high medical and physical standards required for the safe performance of their duties; periodic physical examinations for higher levels of supervisors to assist them in maintaining good health; examinations and treatments in connection with accidents and other physical disabilities of the employees and other medical services. During the last year this department rendered 90,000 services of various kinds.

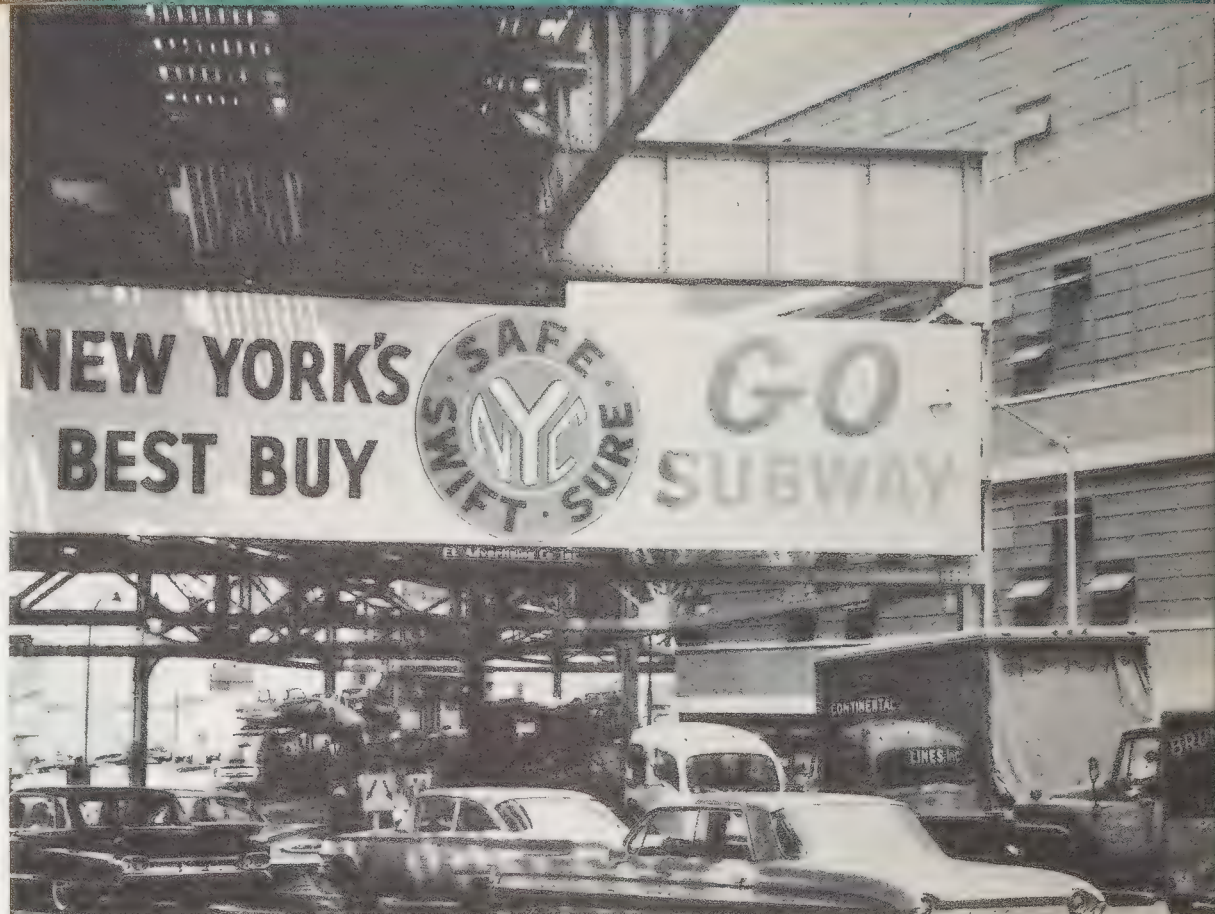
This year the Medical Department has cooperated with the New York City Department of Health and the United States Public Health Service in planning a study of the nature and extent of chronic respiratory disease among specific population groups in New York City having varied types of environmental exposure. Subway motormen and surface line operators will be the groups to be studied in the Transit Authority. It is also planned to compare results obtained here with those found in a similar study being made by the British Medical Research Council.

A grant for this study has been obtained by the New York City Department of Health from the National Institute of Health and the field work will start in September 1961. The necessary data for the approximately 8,000 employees in these two occupations will be obtained from their answers to a questionnaire and certain tests to be carried out at the time of their periodic physical examination. It is expected that it will take two years to collect the data sought.

By agreement with the various organizations representing its employees, the Authority increased the payments it makes for coverage under various health benefit plans that are available to these employees. Under the terms of the agreements between the Authority and the three labor unions representing hourly paid employees, three health benefit trusts were established and commenced operation on January 1, 1961. These trusts are administered by trustees representing both the Authority and the Unions. Under the terms of this trust agreement, the Authority pays the full cost of the benefits received by union membership under the health coverage provided by the Health Insurance Plan of New York and Blue Shield and Blue Cross.

Similarly, under the agreements between the Authority and the three associations of operating Supervisory employees, the Authority agreed to pay the full cost of existing health programs for employees represented by these organizations. The

Space on El structures is now used for revenue producing purposes.



Authority also extended the same benefit to all other employees in annually paid Supervisory positions of the Rapid Transit Railroad service.

Under these agreements, the Authority as of the close of the fiscal year, was paying the full cost of the various health benefit plans for some 31,200 employees and approximately one-half the cost for nearly 2,400 employees who are not covered by agreements with the labor organizations described above.

PUBLIC AND PASSENGER RELATIONS

An imaginative program of communicating Transit Authority information and objectives was projected through an energetic campaign of expanded public relations.

A variety of new programs was planned for the two-fold purpose of providing information to the public directly, with supporting publicity in all appropriate media.

Sensitively alert to the need for increasing convenience and comfort for the travelling public, the Authority is meeting its accompanying responsibility of advising potential passengers of these improvements in an effort to obtain greater use of its facilities during the off-peak hours.

Recognizing the deportment of an infinitesimally percentage of passengers as objectionable, the Authority sought to dissuade litterers, smokers, vandals and discourteous passengers from these prac-

tices. Intense and effective cleanliness and courtesy campaigns were pursued on a continual basis and law enforcement of the sanitary laws was applied in greater measure.

Special material was prepared for publication in high school and college periodicals stressing the acute need for student support of courtesy, cleanliness, safety and civic responsibility.

Public acceptance of the efforts was reflected by universal interest in the campaigns. The suggestions were the subjects of stimulating comments in the news and diversified media, including those of other States and foreign nations, and resulted in world-circulated half-hour interviews over Radio Free Europe and the Voice of America on the over-all transit system.

News of travel importance was made available on a continuing basis through instant communication with the press, radio and television and through a new installation of direct telephone communication with the Municipal Broadcasting System, Station WNYC, with provision for immediate relay to all radio and TV stations. Periodic spot reports were issued through the public relations adjunct in the headquarters of the Operations Department. Additional news was made available through the new Mayor's Communication Service which provides current information by telephone to persons who dial 999-1234.

Numerous prepared newspaper releases on improvements and other information were issued to

supplement information that is presented to various media whose inquiries to the Public Relations department average about 100 a week.

A stepped-up program of information found a greater number of window posters and car cards installed on a continuing basis covering a variety of timely subjects. Where the TA cooperated with public service events, participants were urged to attend the functions by subway or TA bus.

Passengers were informed in advance of proposed changes in routing due to construction and repair work through some 35,000 printed announcements prepared and processed by the public relations department.

Hundreds of inquiries were answered from special writers, passengers, schools, libraries, students, government agencies and visitors weekly.

Authorization to photograph, record, inspect and write about the system was granted to more than 100 representatives of magazines, television programs and others during the year.

Illustrated lectures and talks were made by public relations representatives before many organizations including railroad executives, military recruitment specialists, municipal officials, civic organizations and others.

Detailed information was obtained and made available to press representatives who attended the regular news conferences held by Authority members following each regular TA meeting.

Information during extended emergencies was supplied instantly to all media for floods, the Con Ed power failure, snow storms, blizzards, accidents and delays.

In an effort to keep the public informed on activities of the Transit Authority and its employees, public ceremonies were initiated, planned and directed for such events as ground breaking for the new Avenue of the Americas express, Police exercises, Fifth Avenue and De Kalb Avenue escalator openings, Histadrut, Columbus Citizens Scholarship drive, employee and safety awards and others.

Bus information for Surface operations has been of invaluable assistance to patrons during condi-



Neighboring commuter railroads join with the TA in discussing mutual passenger and public relations problems.

tions which interfere with normal street travel, such as severe snow storms, floods, plane crashes or road blocks. Changes in bus routes were publicized and riders were advised, through appropriate public ceremonies, of the purchase of new fleets of buses, the opening of the new Fresh Pond Garage and safety awards to Surface employees. The pride of Surface employees in their assignments is reflected in their voluntary support of many civic campaigns. Many visiting tours have been accommodated, and press and civic representatives have been invited to take the same simulated road test that is administered to TA Surface Operators.

EMPLOYEES SUGGESTION PROGRAM

The Employee Suggestion Program which resulted in annual savings of \$131,908 to the Authority and in awards of \$4,775 to participating TA employees, was directed from the public relations office for the first time this year. The Transit Authority, for the second successive year, won the two highest awards in competition with all City agencies for the most effective agency program and for the greatest value in savings. Cost of administering the

entire program was 9.25 percent of the total estimated savings.

EMPLOYEE ACTIVITIES

There are within the Authority over 30 voluntary employee associations active in various charitable, religious, fraternal, athletic and cultural activities. These groups have participated in such activities as fund raising, athletic competitions, and cultural exhibits. One rather special hobby group builds scale model rolling stock depicting the progress in subway and surface car design from the horse-car days to the present.

SECRETARY'S OFFICE SERVES AS HOST

A rather specialized Public Relations activity of the Authority directed toward a small but important "public" includes acting as host to the many international groups of transit managers and employees, engineers, planners, and others who visit the United States to learn American methods for their special fields. During the year the Secretary's office working with the various departments of the United States Government who superintend such trips and with the United Nations, was host and guide to more than 67 technical, labor and management specialists from all parts of the world. Visitors from places as far apart as Europe, the Congo, New Zealand, Japan, Canada and many South American countries spent time in the Authority observing operations and administration, and discussing common problems with the various specialists in the field.

In addition to these foreign visitors more than 650 students from local high schools and universities and technical students from many areas of the United States visited Transit Authority facilities and observed operations.

As part of the process of keeping the public informed about the Transit Authority and the work it does, thousands of copies of Authority reports were distributed in response to requests from interested users, and more than 600,000 copies of the

Authority's subway map and guide were distributed at stations and through the office of the Secretary.

PURCHASE AND STORES DEPARTMENT

The Purchase Division work for the year included 12,518 purchase orders covering 48,600 items valued at \$19,150,000. In addition, contracts let for purchase of such material as fuel oil, diesel fuel for buses, and lubricants, amounted in total to \$1,849,000.

The vast variety and volume of items required for the maintenance and operation of the system are stored in ten storerooms carrying approximately 141,000 items in stock with a value of nearly \$15,000,000.

For the first time since it was established on July 1, 1955, this Authority purchased foreign made material. In June 1961 the Authority accepted the low bid of a Canadian manufacturer for 6,120 feet of high tension cable costing approximately \$26,000. This was done in an effort to break a long standing pattern of identical bids by American manufacturers on this and similar items. The amount is small and, while its financial impact on the American suppliers is minor, it is hoped that this action will serve to notify American producers of the Authority's determination to stimu-

One of many concession stands that add to TA revenue.



late competitive bidding on the items it purchases and to secure materials which meet its specifications through whatever source will be in the best interests of the system.

CONCESSIONS

Concession activities of the Authority have entered a new field with the negotiation of a contract for the construction of bowling alleys in station mezzanines at three locations on the system. It is expected that if these prove successful, alleys will be built in other locations. These should be a valuable source of revenue to the Authority and an important addition to the recreational activities available to the residents of the neighborhoods where they will be located.

LOST AND FOUND DEPARTMENT

During the year the Lost Property Department continued to receive many items which passengers carelessly left or deliberately abandoned on the vehicles and facilities of the Transit System.

There were 47,000 articles turned in of which approximately 15,000 were returned to the owners or the finders when they were not claimed. Among them were many pocketbooks and wallets containing about \$22,000 in cash, of which \$18,000 was returned.

Material which cannot be returned is sold at auction and, at two sales held during the year, a total of \$8,100 was realized and added to the operating fund of the Authority.

CIVIL DEFENSE

The Chairman of the Transit Authority is Director of the Transportation Emergency Division of the Office of Civil Defense of the City of New York. This Division includes, in addition to the transit system, the mainline railroads, water borne transportation, motor truck transportation and the privately owned and operated bus lines within the City.

The Transit Authority participates in the Civil Defense Control Center drills and out-door field training exercises, furnishing personnel and buses used to transport simulated casualties. It has also made space available for the display of Civil Defense car cards and station posters.

In the 8th National Civil Defense Exercise "Operation Alert 1961" held on April 28 and 29, 1961, the Transit Authority, with representatives from the various other transportation agencies which make up the Transportation Emergency Division of the Office of Civil Defense, manned transportation headquarters in the Civil Defense control center and engaged in all the activities which made up this exercise.

POLICE ACTIVITIES

In common with crime everywhere, crime in the subway increased somewhat over the previous year. The major part of the increase occurred in the category of the crimes against property, namely larceny and malicious mischief, which are classified as misdemeanors.

Table VII shows the comparative incidence of crimes in the subway this year and last year.

Table VII
Number of Crimes Reported

	Year Ended June 30		Change	
	1961	1960	Number	Percent
Felonies	941	968	— 27	— 3%
Misdemeanors . .	2043	1773	+270	15
Offenses	5954	6016	— 62	— 1
Total	8938	8757	+181	+ 2%

Accompanying the increase in crime, there was a corresponding increase in the number of crimes cleared by immediate arrest. The percentage of the more serious crimes — felonies and misdemeanors — which were cleared by immediate arrest,

increased. Table VIII shows the comparison of this year with the last.

Table VIII

**Number and Percent of Crimes Cleared
by Immediate Arrest**

	Year Ended 6/30/61		Year Ended 6/30/60	
	% of Crimes		% of Crimes	
	No. Reported		No. Reported	
Felonies	283	30%	242	25%
Misdemeanors ...	722	35	606	34
Offenses	5742	95	5782	96
Total	6747	76%	6630	76%

There was an increase in juvenile delinquents arrested for more serious crimes. This year 82 juveniles were arrested for committing felonies compared with 47 in the last year. The increase occurred mainly in cases of assault and larceny. Reports, on juveniles, to the Youth Division of the NYC Police Department decreased by 17%, from 19,774 last year to 16,429 this year. This is a result of the Transit Police Department's program of assigning forces to police special school events and locations, and also to educational work in the schools by superior officers.

This year also saw a large increase in summons activities, with special attention being given to passengers caught smoking and throwing litter on the stations and vehicles of the system.

During the year the need for more effective supervision within the department was recognized by the establishment of the positions of Chief — Headquarters Division, and five Deputy Inspectors.

AUTOMATIC TRAIN OPERATION

Since 1959, the Authority, in cooperation with signal and car equipment manufacturers, has been developing and testing an automatically operated train for use on the Times Square-Grand Central



It saves time to ...



... buy tokens in advance.



shuttle. The goal was to develop a train the entire operation of which would be controlled by mechanical and electrical devices, rather than by a motorman. The shuttle was selected for the initial operation because it is a short line under one-half mile in length, with a station at each end, and with only one train on each track.

The initial development and test work was done on three cars operating on an unused section of track roughly similar to the shuttle track. Equipment, in most cases, had been assembled from available components. Equipment manufacturers installed the necessary devices on the car and the track to: start the train, bring it up to speed, slow it down, stop it at a designated location, open the doors, close them after a predetermined time, start the train on its return trip and, repeat the cycle at the desired intervals.

Testing and improvement continued for over a year, with thousands of successful runs completed automatically. Having been proven satisfactory, it was necessary to reduce the size and rearrange the equipment components so they would fit available spaces in and under the cars. This has been completed and, as the year ended, the control equipment was being installed in its final form on the three cars. At the same time, the required wayside equipment was being installed on one track of the shuttle.

It is expected that the installation and testing in the shuttle will be completed and the automatic train placed in passenger service in November 1961.

Financial Statements

NEW YORK CITY TRANSIT AUTHORITY
Statement Showing Results of Operation
For 12 Months Ended June 30, 1961

REVENUES:	TOTAL	RAPID TRANSIT	SURFACE
Passenger Revenue (a)	\$270,627,677.83	\$205,679,126.68	\$64,948,551.15
Advertising and Other Privileges.....	4,898,863.66	4,714,691.61	184,172.05
Other (b)	6,747,860.84	6,337,151.46	410,709.38
Total Revenue.....	<u>\$282,274,402.33</u>	<u>\$216,730,969.75</u>	<u>\$65,543,432.58</u>
OPERATING EXPENSES:			
Productive Time	\$181,417,695.66	\$139,016,422.13	\$42,401,273.53
Vacations, Holidays and Sick Leaves.....	22,099,299.10	17,125,711.71	4,973,587.39
Differential over Workmen's Compensation.....	146,121.96	126,855.87	19,266.09
Military Duty	148,928.38	106,193.12	42,735.26
Other Allowances	192,430.13	143,091.93	49,338.20
Total Salaries and Wages.....	<u>\$204,004,475.23</u>	<u>\$156,518,274.76</u>	<u>\$47,486,200.47</u>
Contributions to New York City Retirement System.....	16,691,809.00	12,870,082.31	3,821,726.69
Social Security — Employer's Contributions.....	4,584,027.16	3,534,465.48	1,049,561.68
Health Insurance	3,838,053.41	2,996,355.40	841,698.01
Fuel for Revenue Buses.....	1,560,022.24	—	1,560,022.24
Other Materials and Supplies.....	13,981,658.39	11,388,427.64	2,593,230.75
Power Purchased	27,422,121.76	27,407,917.10	14,204.66
Rental of Tires.....	698,511.78	4,275.52	694,236.26
Reserved for Public Liability and Workmen's Compensation.....	5,653,878.04	3,390,045.38	2,263,832.66
Miscellaneous (c)	1,692,869.21	517,319.92	1,175,549.29
Total Operating Expenses.....	<u>\$280,127,426.22</u>	<u>\$218,627,163.51</u>	<u>\$61,500,262.71</u>
EXCESS OF REVENUES.....	<u>\$ 2,146,976.11</u>	<u>\$ 1,896,193.76</u>	<u>\$ 4,043,169.87</u>

Note: Italic indicates deficit

- (a) Passenger Revenues include \$10,822,460.20 for 12 months ended June 30, 1961 to reflect the accrual of additional estimated passenger revenues to be received from the City of New York because of the school program.
- (b) Other Revenue includes \$5,000,000.00 Credit from the City of New York against power costs.
- (c) Includes Credit for Transit Police Services of \$7,180,000.00 for 12 months ended June 30, 1961, to be received from the City of New York.

Revenue Car and Bus Miles.....	364,931,979	302,669,984	62,261,995
Revenues per Car and Bus Miles.....	77.35¢	71.61¢	105.27¢
Expenses per Car and Bus Miles.....	76.76¢	72.23¢	98.78¢
Revenue Passengers	1,795,106,745	1,362,736,027	432,370,718
Average Rate of Fare.....	15.08¢	15.09¢	15.02¢
Revenues per Revenue Passenger.....	15.72¢	15.90¢	15.16¢
Expenses per Revenue Passenger.....	15.61¢	16.04¢	14.22¢
Number of Employees.....	34,219		
Annually Rated	5,758		
Hourly Rated	28,461		

NEW YORK

Statement of Assets and Liabilities

As of June 30, 1961

ASSETS AND OTHER DEBITS

CURRENT ASSETS

Operating Fund	\$51,959,284.96	
Cashier's and Imprest Funds	460,236.14	
Accounts and Interest Receivable	8,364,123.89	
Total Current Assets		\$60,783,644.99

SOCIAL SECURITY FUND		2,825,134.12
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MATERIAL AND SUPPLIES

Materials and Supplies	\$19,829,917.63	
Less Reserve for Inventory Adjustments	109,373.86	
		19,720,543.77

DEFERRED DEBITS

Work in Progress	\$ 4,757,093.03	
Prepayments	28,886.47	
Other Suspense	712,134.15	
		5,498,113.65

SPECIAL DEPOSITS WITH THE AUTHORITY

Deposits by Concessionaires and Lessees — Securities	\$ 657,000.00	
IRT Voluntary Relief Fund	119,344.72	
Transportation Health Insurance Fund	37,654.92	
Associated Hospital Service — United Medical Service Fund	12,621.00	
		826,620.64

TOTAL ASSETS AND OTHER DEBITS		<u>\$89,654,057.17</u>
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TRANSIT AUTHORITY
New York City Transit System Operations
1961

LIABILITIES AND OTHER CREDITS

CURRENT LIABILITIES

Vouchers Payable	\$ 143,247.36	
Accounts Payable	10,972,278.68	
Accrued Payrolls	4,322,587.62	
Accrued Liability	6,749,809.00	
		\$22,187,922.66

LIABILITIES FOR SOCIAL SECURITY CONTRIBUTIONS.....		2,825,134.12
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OTHER LIABILITIES

Loan Payable — The City of New York (See Note)	\$ 2,222,222.23	
Advance from State of New York	100,000.00	
		2,322,222.23

LIABILITY FOR PREPAID TRANSPORTATION

Unredeemed Tokens	\$ 2,779,791.15	
Unredeemed Tickets	55,166.25	
		2,834,957.40

RESERVES

Public Liability	\$10,092,757.73	
Workmen's Compensation	3,089,654.26	
		13,182,411.99

FIDUCIARY LIABILITIES

Concession and Leasehold Deposits	\$ 786,757.67	
Trustee, IRT Voluntary Relief Fund	119,344.72	
Transportation Health Insurance Plan	37,654.92	
Associated Hospital Service — United Medical Service	12,621.00	
		956,378.31

OTHER DEFERRED CREDITS		4,064,980.70
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WORKING CAPITAL PROVIDED BY THE CITY OF NEW YORK*		15,617,806.42
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EXCESS OF REVENUES OVER EXPENSES

For the period June 15, 1953 to June 30, 1960 and 1959	\$23,515,267.23	
For the Fiscal Year ended June 30	2,146,976.11	
		25,662,243.34

TOTAL LIABILITIES AND OTHER CREDITS		\$89,654,057.17
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NOTE:

Loan Payable — The City of New York.

Under the terms of Sec. 4.3, Article IV of the Agreement of Lease between the City of New York and New York City Transit Authority, dated June 1, 1953, the City advanced to the Authority \$10,000,000.00, such sum to be repaid to the City in nine (9) equal annual installments commencing July 1, 1953.

* Represents materials and supplies furnished by the City of New York as of June 14, 1953, less reserve.

